

Goodrich Square Master Plan



July 20, 2010

City of Milton

Milton Area Chamber of Commerce, Industry, and Tourism

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PART I: BACKGROUND AND INTRODUCTION

PROJECT BACKGROUND

In 1967, the two nearby communities of Milton and Milton Junction merged to form what is now the City of Milton. As a legacy of this unification, Milton is a rare example of a small community that enjoys two distinct historic downtown districts. On the city's west side, the "Merchants Row" area is located at the crossing of two railroads in the center of what was formerly called Milton Junction or West Milton. On the City's eastside, the area dubbed "Goodrich Square" is the oldest settled part of the community and Milton's historic center. The *Goodrich Square Master Plan* (The Plan) is focused on creating a vision for the future of Goodrich Square and identifying specific strategies and projects to achieve that vision.

KEY REASONS FOR INITIATING THE GOODRICH SQUARE PLAN

As the historic center of the community, Goodrich Square is vital to Milton's character and identity. Maintaining and enhancing Goodrich Square as a business district, visitor destination, community gathering space, and point of local pride is important to Milton's economy, identity, and quality of life.

- **Leverage the Opportunity Created by the TIF** - In 2007, the City adopted a Tax Increment Financing district (TIF) for an area that includes Goodrich Square as well as the commercial properties to the south on Janesville Street. Because new real estate value has recently been created in this TIF district, the City has a dedicated source of funds that can be used for near-term improvements in the TIF without raising taxes or using the City's general fund resources. Though the TIF Plan includes a budget and list of projects, fully leveraging the TIF as a resource requires a clear strategy and updated plan that sharpens the focus of the TIF document and provides a vision for the future of the area.
- **Preparing for the Highway 26 By-Pass** - WIS 26 is an important route connecting communities and major highways in Rock, Jefferson, and Dodge counties between the Cities of Janesville and Waupun. The highway is a designated truck route and connector route by the Wisconsin Department of Transportation and carries approximately 15,000 cars per day through the City of Milton. In its current configuration Highway 26 passes through Goodrich Square along Janesville Street. However, as part of the DOT's State Highway 26 Corridor Plan, Highway 26 will be re-routed to bypass Goodrich Square to the east. This bypass will reduce the amount of traffic along Janesville Street and change the overall atmosphere of Goodrich Square. The by-pass creates both challenges and opportunities. By reducing traffic through the district, the by-pass will reduce the visibility of the area, which may negatively affect businesses. However, at the same time, less traffic may improve the atmosphere of Goodrich Square and make the area more pleasant and inviting to pedestrians, bicyclists, and visitors. One key reason for completing the Goodrich Square Plan is to prepare for the by-pass and identify ways to mitigate the inherent challenges it brings while maximizing the related opportunities.

- **Building on Previous Plans and Strategies** - The City of Milton completed its Comprehensive Plan in 2008, which contains several detailed recommendations for the Goodrich Square area including emphasizing the area's history, encouraging targeted redevelopment, reinforcing the area as a "town square", encouraging façade improvements, and improving parking and landscaping. The Goodrich Square Master Plan creates a more detailed and strategic action plan that builds on the recommendations of the Comprehensive Plan. In addition to the Comprehensive Plan, Milton completed a redevelopment concept and implementation plan for the Merchants Row area in 2007. The Merchants Row plan lays out land uses, design concepts, physical improvements, and implementation steps to enhance Merchants Row as a downtown business district. The Goodrich Square Plan creates a vision for Goodrich Square that encourages the two districts to relate positively and complement one another, each offering a distinct atmosphere and unique mix of uses and businesses.

THE IMPORTANCE OF GOODRICH SQUARE'S HISTORY

The history of the City and the central role of Goodrich Square in that history is well reported in other documents including the Cultural Resources section of the Comprehensive Plan. What Milton's history tells us is that this is a community with an unusually rich and interesting past, and Goodrich Square is the City's historic focal point. The most famous historic property in the City is the Milton House -- a national historic landmark and Milton's most visited attraction. In addition to the Milton House, the Goodrich House, the City's numerous examples of grout buildings, the Milton College Campus, and the City's unusual history as two communities that merged into one, all give Milton a rich historic character and unique historic narratives that live on as part of the City's self identity and sense of place. Indeed, the City's logo and slogan, "History in Progress", reflects the importance of remembering the past as a key to the City's future. Because Milton's history is so important to its identity and because Goodrich Square is the centerpoint of that history, Goodrich Square should be a well-designed, well-maintained, and vibrant part of the community that instills pride and a strong sense of place to Milton residents while communicating the City's rooted and historic identity to visitors.

PLANNING PROCESS

Recognizing that Goodrich Square is a vital part of the community with opportunities and challenges requiring a vision and strategy for the area, the City initiated the process of creating the Plan in early 2010 by applying for planning funding from the Wisconsin Department of Commerce through the Community Development Block Grant program. After successfully securing grant funding for the plan, the City engaged Vandewalle & Associates to assist in development the Plan. The opportunities, strategies, and recommendations identified in this plan were developed through a process that included the following steps:

- **Data Collection and Analysis** – This included collecting and analyzing key information on demographics and economics of the City and doing a parcel-by-parcel evaluation of the physical conditions of the District (both summarized in the following sections).

- **Stakeholder Interviews and Business Roundtable** – In April, representatives from Vandewalle & Associates spent the day in Milton to kick-off the project. This full-day included:
 - A walking tour of Goodrich Square with City staff,
 - Convening a Business Roundtable attended by eight business and property owners in the District to gain insights into the business climate of the district, and
 - Stakeholder interviews that included meeting with representatives from Milton East Elementary School, the Milton Historical Society, MACIT, and representatives from the City Council and the Planning Commission.
- **Community Charrette** – A Charrette refers to a collaborative, highly-interactive, and participatory event focused on addressing a design challenge. The City hosted a Community Charrette focused on Goodrich Square as part of the planning process. The Charrette consisted of four stations, each focused on a specific issue or area of opportunity. A summary of the results of the Charrette is provided in Appendix I of this document.
- **Goodrich Square Plan Open House** – The City hosted an Open House to present the vision for Goodrich Square, the strategies, and recommendations of the plan. Over twenty people attended the Open House where they were given the opportunity to evaluate the concept plans and recommendations for Goodrich Square. A questionnaire was used to give attendees the opportunity to provide their input on what recommendations and improvements they believe are most important. A summary of the results of this event are provided in Appendix II.

PART II: COMMUNITY AND REGIONAL SETTING

OVERVIEW OF MARKET INDICATORS

AREAS OF ANALYSIS AND TRADE AREA DEFINITION

A key step to understanding the market opportunities for a business district like Goodrich Square is making an educated estimate of the district's trade area. Generally speaking, a trade area is the geographic extent that encompasses the homes of most of a business district's customer base. In general, defining a trade area is primarily based on factors like access to the area based on drive times, the attractiveness of competing business districts, the mix of businesses and strength of the area, the "community affinity" of residents (i.e., whether they identify with a particular district as part of their community), and similar factors. For Goodrich Square, this analysis uses the approximate boundaries of the Milton School District as an estimate of the trade area for the business district. Though only 1/3 of the residents of the School District live in Milton itself, this population is likely to have some affinity for Milton and a sense of connection to the community. Furthermore, based on drive times and competing business districts most of these residents are likely to currently, or potentially, view Milton and Goodrich Square as the most convenient destination for a downtown business district atmosphere.

The following analysis provides some demographic and market information about the School District and size of other geographic areas as a means of comparison. These include both jurisdictional boundaries as well as boundaries defined by distance from the center of Goodrich Square. In addition to highlighting characteristics of the trade area, the analysis provides some insight into Milton's economic position in the region and into the characteristics of the people living within walking distance of Goodrich Square.

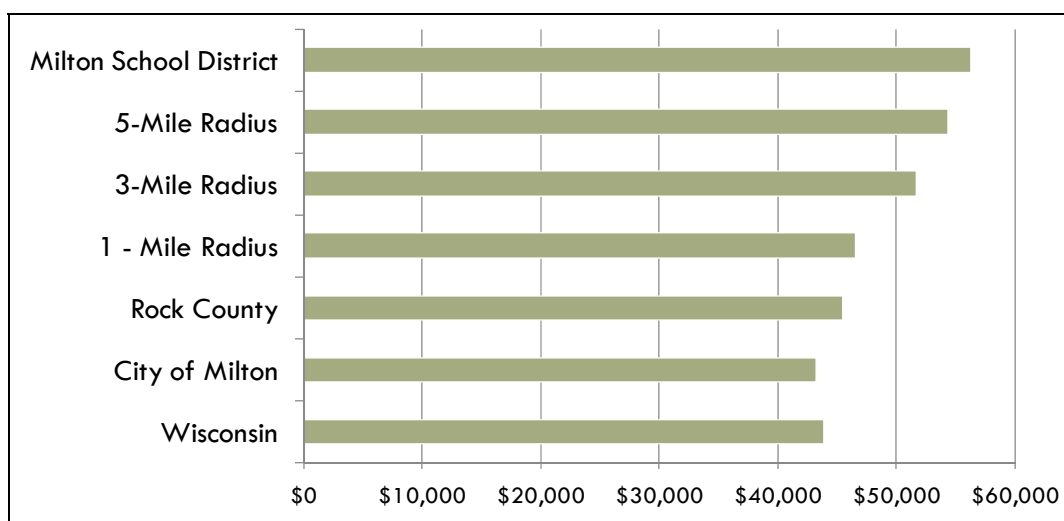
TABLE 1: POPULATION OF COMPARISON AREAS, 2000

Area	Total Population
1 - Mile Radius (Residents within walking distance)	3,521
3-Mile Radius	7,221
5-Mile Radius	14,429
City of Milton	5,132
Milton School District (Estimated Trade Area)	14,304
Rock County	139,510
Wisconsin	4,891,769
Source: ESRI Business Analyst, WI DOA	

INCOME COMPARISON

The following chart highlights median household incomes for the areas of analysis. Incomes in the areas immediately around Milton (School District, 3-mile radius, and 5-mile radius) tend to be higher than incomes in the City or in the County as a whole. The City of Milton is close to average compared to the County or State, but the area immediately surrounding Milton, particularly the School District, is significantly wealthier.

FIGURE 1: MEDIAN HOUSEHOLD INCOME, 2000

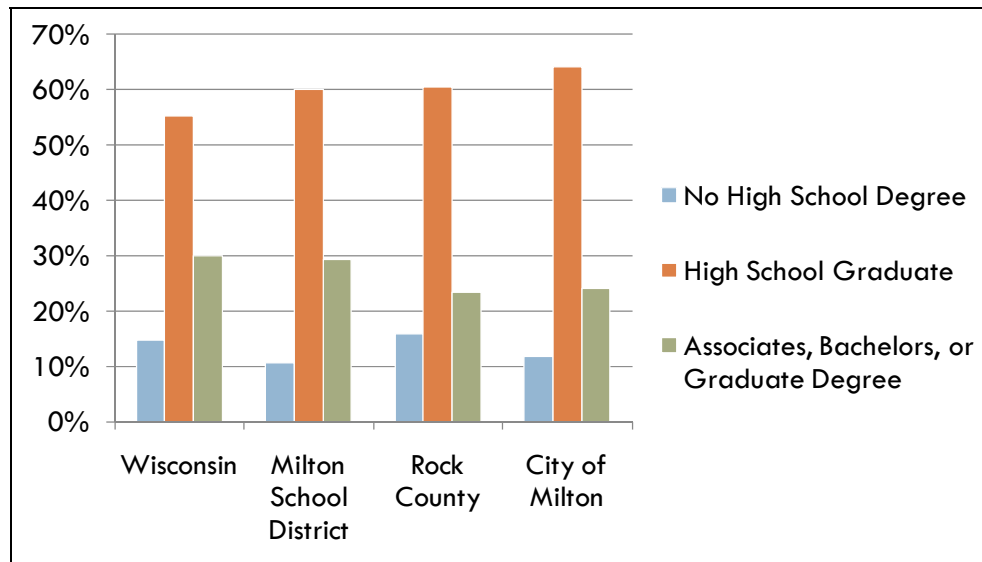


Source: ESRI Business Analyst, 2000

EDUCATIONAL ATTAINMENT COMPARISON

Most of the adult population of the City of Milton has a high school diploma but relatively few attended or finished college. When compared with the State as a whole, Milton has both fewer high school dropouts and fewer college graduates. The School District, however, has a significantly higher percentage of college graduates than both the City of Milton and the County as a whole.

FIGURE 2: EDUCATIONAL ATTAINMENT OF THE ADULT POPULATION, 2000



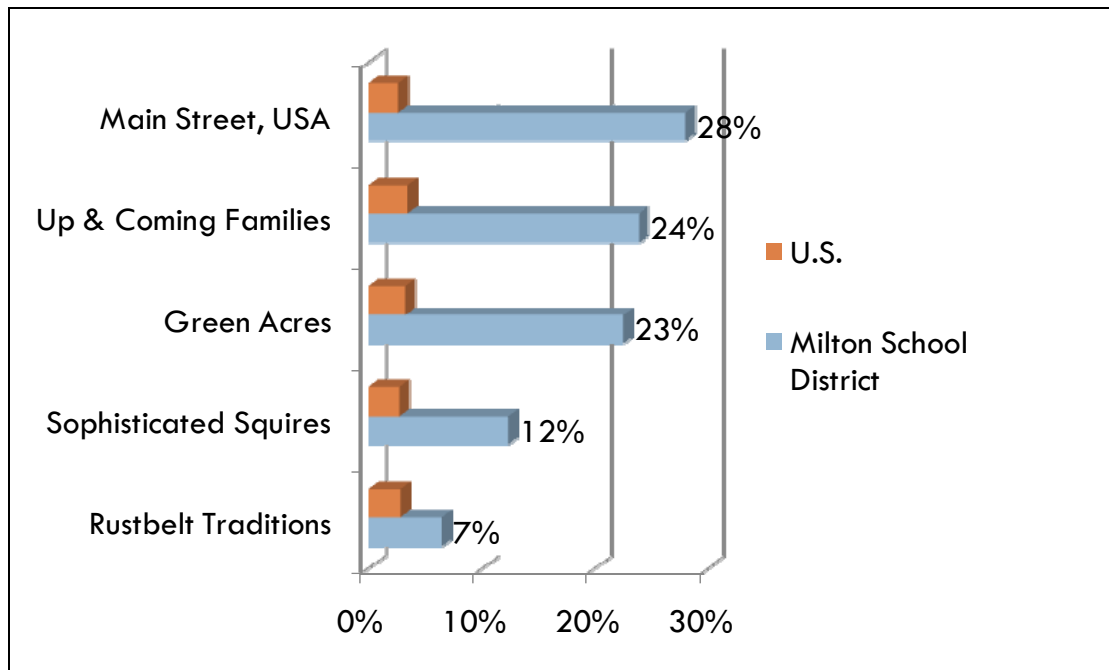
Source: ESRI Business Analyst, 2000

TAPESTRY PROFILE

Tapestry is a household “segmentation” system that uses a variety of demographic and consumer behavior information to divide every household in the U.S. into one of 65 household segments. Segmentation is typically used to target marketing campaigns or by anyone interested in a deeper understanding of the characteristics of a place. Rather than just providing raw data on demographics or market trends, segmentation is used to paint a fuller picture of the characteristics of the people in a community based on that data. Like any segmentation system, Tapestry is based on broad generalizations about how data translates into consumer behaviors and attitudes. Tapestry is a system created by ESRI, a company that provides software, data, and other tools to analyze spatial information.

The chart below highlights the five Tapestry market segments most common within the area encompassed by the Goodrich Square trade area (the approximate boundaries of the Milton School District). These five segments represent 95% of the population of the area. Some of the characteristics of these segments are described below:

FIGURE 3: TAPESTRY PROFILE OF THE TRADE AREA



Source: ESRI Business Analyst, 2008

Characteristics and Consumer Spending Patterns of the Top Five Segments:

1. Main Street USA:

- Buy children's toys, games, clothes
- Watch DVDs
- Own a sedan
- Consult a financial planner
- Go to the movies
- Eat at chain family restaurants
- Tend to be frugal
- Visit theme parks
- Tackle home improvement projects

2. Up and Coming Families

- Likely to have a dog
- Watch cable TV
- Have a car loan
- Watch ESPN and the Learning Channel
- Purchase baby clothes, toys, and other baby products
- Visit theme parks

3. Green Acres

- Avid gardeners
- Have a home equity line of credit
- Attend country music shows
- Watch auto racing
- A “a little bit country” in their tastes and self-identity
- Have a satellite dish
- Enjoy fishing
- Have power boats

4. Sophisticated Squires

- Wealthier households on the fringes of urban areas
- Tackle home Improvements
- Maintain their home landscapes
- Own life insurance
- Listen to classic hits radio
- Own 3+ cars
- Own high-end gas grills
- Watch Home & Garden TV

5. Rustbelt Traditions

- Buy children’s clothes
- Use credit unions
- Watch cable TV
- Go bowling
- Go fishing
- Own domestic cars

RETAIL GAP ANALYSIS

Retail sector gap or “leakage” analysis compares existing levels of retail sales within a defined trade area to the potential retail sales based on the demographic characteristics and the number of households in the area. If retail sales (supply) exceed potential sales (demand), it is generally assumed that the market for that sector is saturated and there is no room for additional stores. If retail demand exceeds supply, it indicates that the trade area is experiencing retail “leakage” and there may be opportunities for new stores.

Within the Trade Area roughly delineated by the Milton School District, local demand for goods and services exceeds existing sales in almost every retail category. The table below highlights the estimated demand in the Trade Area and existing retail sales for several key retail categories that may be relevant to Goodrich Square. The data indicates that there is unmet local retail demand in a number of categories, but generally not enough potential sales to support new stores based on typical store formats for the various types of establishments. However, this unmet demand could potentially be

captured by smaller, more locally-focused stores. The apparent unmet demand for restaurants is of particular interest to Goodrich Square.

It is important to note that these estimates of existing retail sales and potential retail spending are just for the Trade Area itself and do not factor in what competing retail areas exist just outside that area. Further, they are simply estimates, subject to error, and in no way guarantee that any particular establishment will succeed or fail in Goodrich Square. However, these numbers may provide some guidance on the types of retail and potential sales that may be likely to succeed in the Goodrich Square area.

TABLE 2: RETAIL GAP ANALYSIS

	Retail Demand (Expected Sales)	Current Retail Sales	Retail Gap / Un- captured Potential (Demand - Supply)
Furniture & Home Furnishings	\$33,497,155	\$11,280,013	\$22,217,142
Electronics & Appliance	\$8,042,344	\$404,251	\$7,638,093
Full-Service Restaurants	\$14,985,315	\$8,953,944	\$6,031,371
Limited-Service Eating Places	\$14,292,540	\$9,261,204	\$5,031,336
Bldg Materials, Garden Equip. & Supply	\$8,445,712	\$4,443,612	\$4,002,100
Grocery Stores	\$5,796,003	\$2,103,454	\$3,692,549
Health & Personal Care	\$1,530,748	\$132,488	\$1,398,260
Used Merchandise Stores	\$629,624	\$77,994	\$551,630
Special Food Service	\$315,779	\$74,381	\$241,398
Florists	\$196,319	\$78,381	\$117,938
Office Supplies, Stationery, and Gifts	\$1,809,272	\$1,710,643	\$98,629
Bars / Taverns	\$2,055,903	\$2,553,122	-\$497,219
Gasoline Stations	\$1,958,842	\$2,940,194	-\$981,352
Clothing and Clothing Accessories	\$8,897,586	\$14,330,827	-\$5,433,241
Sporting Goods/Hobby	\$6,769,345	\$13,331,813	-\$6,562,468
General Merchandise	\$17,913,291	\$32,876,134	-\$14,962,843
Book, Periodical, and Music Stores	\$46,686,812	\$79,796,262	-\$33,109,450

Source: ESRI Business Analyst, 2008

KEY FINDINGS FROM DATA ANALYSIS

The following key demographic and economic findings relate to and help drive the key issues and opportunities discussed in the following sections of this Plan:

- The “Trade Area” for Goodrich Square is difficult to define and open to interpretation. From a driving standpoint, the Milton School District may provide a good approximation of the Trade Area. Residents of this area may have an affinity for Goodrich Square and identify with Milton even if they don’t live within the City itself. Further, for most residents of this area, Milton would be the closest destination for an historic downtown business district atmosphere. For those residents of the School District who live on the northeast side of Janesville, Goodrich Square is roughly equidistant to downtown Janesville from a drive-time standpoint.
- The City of Milton appears to be a solidly middle class/working class community that has few residents at either extreme in terms of income and wealth (i.e. few people in Milton are rich and few are poor). Incomes in Milton are slightly below state and county benchmarks but similar. Related to this, Milton has a higher than average percentage of residents who have completed high school, but a lower than average percentage who have completed college, further reflecting the “averageness” of Milton’s population in terms of basic demographic indicators.
- Though Milton has moderate, slightly below average household incomes, the area surrounding Milton is significantly above state and county income averages. The area roughly encompassed by the Milton School District has a median household income that is more than \$10,000 greater than Milton’s median.
- The Goodrich Square Trade Area (defined by the School District) exports retail sales to other parts of the region (i.e. people tend to leave this area to shop elsewhere). This retail “leakage” opens the opportunity to add new retail/dining establishments to capture this unmet demand and there are some key sectors where a new establishment might make sense for Goodrich Square.
- Overall, Goodrich Square should continue to try to meet local needs, particularly the significant population that lives within walking distance (approximately 3,500 people live within 1 mile of Goodrich Square). However, Goodrich Square should focus beyond the City, focus on the School District as its primary market and try to become more of a regional destination for northeast Rock County.

**Site Survey
Physical Analysis**
Goodrich Square
Milton, Wisconsin



PART III: KEY ISSUES, OPPORTUNITIES, STRATEGIES, AND RECOMMENDATIONS

The strategies and recommendations of the plan are organized in five categories of key issues and opportunities. These five categories were identified based on the evaluation of the market, the analysis of the physical conditions and assets of the district, and the input and guidance from community members and businesses at the public input sessions. For each of these five categories, a series of specific recommendations is offered. Many of these recommendations correspond to the labels shown on the plan graphics.

1. BUILD A STRONGER DISTRICT IDENTITY AND BUSINESS ENVIRONMENT

Creating a strong sense of place in Goodrich Square and communicating the Square's function, role in the community, history, and identity will be vital to creating a vibrant future for the Square. Any efforts to build a stronger identity and sense of place for the district should place a particular emphasis on supporting businesses and helping create a healthy business environment. Creating a stronger district identity and offering residents and visitors a unique experience in Goodrich Square will naturally support area businesses. In turn, a healthy and vibrant business district will contribute to the overall identity and atmosphere of the district.

- **RECOMMENDATION 1A: USE THE NAME "GOODRICH SQUARE"**

When this planning process started, the name "Parkview District" was being used for

FIGURE 4: INITIAL LOGO CONCEPT FOR THE SQUARE



the area. One of the key ideas that emerged during the process of talking with stakeholders and evaluating the assets of the study area was to start calling the district "Goodrich Square". The name Goodrich Square communicates both the geographic shape and features of the area, as well as its historic significance. Further, Goodrich Square is a unique name that conjures the image of a historic town center and honors Milton's founder, Joseph Goodrich.

In future communications, marketing, and official documents related to this part of the community, the name Goodrich Square should be used to identify it. In addition, the City and MACCIT should consider developing a unique logo, or "brand" for Goodrich Square that conveys the character and identity of the place and its businesses.

- **RECOMMENDATION 1B: WAYFINDING AND “GATEWAY” SIGNAGE NETWORK**

“Wayfinding” signage is an important tool cities can use to direct people towards the different parts of the community and to communicate the character of a district before a visitor even arrives. In the case of Milton and Goodrich Square, a thorough and well-designed wayfinding signage system is particularly important for several reasons. For one, the pending construction of the by-pass and the relocation of Highway 26 off of Janesville Street will reduce the traffic and visibility through the square. Therefore, having signage on Highway 26 and other key traffic corridors will be very important to maintain awareness of the district and what it has to offer. In addition, because Milton has two downtown business districts (Merchants Row and Goodrich Square), having clear signage that directs visitors to and between the two areas is important to reducing confusion and helping people understand that there are two distinct downtown areas in Milton. Some of the locations in Milton where wayfinding signage would be particularly important include:

- Highway 26 to the south of Goodrich Square directing motorists to follow Janesville Street rather than the Highway route.
- Highway 26 to the north of Goodrich Square directing motorists to follow Janesville Street rather than the Highway by-pass route.
- Highway 59 where it merges with Madison Avenue on the northwest side of Milton.
- South John Paul Road at the intersection of High Street.
- At a visible location in Merchants Row.

In addition to wayfinding signage directing people to Goodrich Square, the district also should have gateway/welcome signage at entry-points into the square. These signs should create a sense of arrival into a special place and their design should reflect the character of that place. The City should consider replacing or improving the existing welcome sign at the southeast corner of Goodrich Park to make it more attractive and interesting, and should consider signage that can be changed to highlight upcoming events in the Goodrich Square and in the community at large. In addition, a welcome sign should be placed at the intersection of Madison and Parkview for motorists and pedestrians entering Goodrich Square from the west. A sign at this location should also direct visitors to Merchants Row and highlight the fact that Milton has two central business districts.

- **RECOMMENDATION 1C: ENGAGE IN JOINT MARKETING OF THE DISTRICT AND ITS BUSINESSES**

One of the challenges with marketing downtown business districts is that there typically is no overarching company or organization that is responsible for the collective marketing and identity of the district. Unlike a suburban shopping mall, for example,

downtown business districts are not managed and marketed by a single company with responsibility and authority over the entire district. Rather, the businesses in a small downtown area like Goodrich Square mostly function as independent establishments, each responsible for its own marketing. Further, the owner, manager, and staff of small downtown businesses are often one person, and that person is typically focused squarely on the operations of the business and has limited time to think about the district as a whole.

However, the success of the businesses in a downtown business district is greatly dependent on the overall success of the district as a whole. Therefore, it is up to city governments, chambers of commerce, and/or downtown organizations to help fill the gap and help provide for management and guidance on joint district marketing. The City and MACCIT should work together on coordinating marketing efforts and creating marketing materials that allow businesses in Goodrich Square to collectively reach out to new customers and that highlight the district as a cohesive destination with complementary services, shops, and amenities rather than a disparate group of businesses. Some specific recommendations include:

- Highlighting the unique history of the area and the Milton House as a destination, but connecting this to the businesses in the district.
- Creating packages that provide discounts when multiple purchases are made in the district.
- Carefully targeting marketing to publications and markets that are likely to consider shopping and visiting Goodrich Square.
- Developing a consistent palette of logo, images, typeface, themes, and taglines that communicate a unique sense of place and character.
- Using the annual Chicken Barbeque and other events to market businesses in the district through promotions like sidewalk sales and open houses, as well as coupons for discounts at later dates to entice people to return after the event.

- **RECOMMENDATION 1D: ENCOURAGE OPPORTUNITIES FOR NEW BUSINESS GROWTH**

The City and MACCIT should engage in efforts to recruit, support, and encourage entrepreneurs to start new businesses in Goodrich Square. However, business recruitment efforts should be focused on complementing and supporting existing businesses and helping create an environment that allows existing businesses to flourish. In addition, business growth should be targeted toward properties and buildings in Goodrich Square that could accommodate new businesses in a sensitive way. Opportunities for new businesses should include:

- **Parkview Drive Storefronts** – Parkview is the “Main Street” of Goodrich Square and the eastside of Milton. Maintaining a strong center of retail activity on Parkview Drive and utilizing and current or future vacant storefronts on Parkview Drive for new businesses should be a priority.
- **Janesville Street Retrofits** –The section of Janesville Street between Madison and High is primarily residential in character but offers opportunities for adaptive reuse projects that would add businesses to this area. Patty’s Plants and Northleaf Winery are excellent examples of adoptive reuse projects that are appropriate for this part of Goodrich Square and contribute to the vibrancy and character of the district. As residential properties become available on Janesville Street, the City should encourage and support similar reuse projects.

FIGURE 5: EXAMPLE OF RETROFIT PROJECT ON JANESVILLE STREET



- **Redevelopment sites** – There are several properties and buildings in Goodrich Square that are ripe for redevelopment and should be considered long term targets for new businesses. These sites are discussed below and highlighted on the Concept Plan.
- **Professional offices and personal services** – While there appear to be opportunities for additional retail stores and restaurants in the district (and attracting these uses should remain a priority to keep the area vibrant), there also are opportunities for additional professional offices and personal services. The relatively low cost of buildings in the district makes them attractive for these types of uses, which already include a dentist, financial planner, barber, and dog groomer, among others. In particular, these types of businesses may prove to be viable reuses for some of the homes along Janesville Street and the upper floors of the commercial buildings within the Square. In addition to those individuals who are just starting a business, other potential targets include those currently working from home but reaching the point where an outside space is required. A scan of MACCIT’s membership list or the state’s list of incorporated businesses within the Trade Area could be used to identify specific individuals to contact as properties become available.

- **Façade Improvement Program** - A façade improvement program could help provide financing to small businesses and property owners to make small-scale improvements to the exteriors of their buildings. This program could be targeted specifically to improvements on Parkview Drive as well as to potential retrofit projects on Janesville Street. Such a program could use a revolving loan funding structure seeded by the TIF.
- **Start-up Assistance** – Working with MACCIT, Rock County Economic Development, or UW-Whitewater, the City should explore opportunities to provide business start-up assistance programs to potential entrepreneurs. This could include assistance with preparing business plans, market analysis, or classes focused on how to start and/or operate small businesses.

Build a stronger district Identity and Business Environment	
Summary of Recommendations	
1A	USE THE NAME “GOODRICH SQUARE”
1B	WAYFINDING AND GATEWAY SIGNAGE NETWORK
1C	JOINT MARKETING
1D	NEW BUSINESS GROWTH OPPORTUNITIES

2. IMPROVE PARKING AND CIRCULATION PATTERNS

The parking and circulation patterns within and through Goodrich Square need improvement. The current configurations, particularly on Parkview Drive, are both visually unappealing and dysfunctional. The key parking and circulation recommendations are visually shown in the Concept Plan and described in detail below.

- **RECOMMENDATION 2A: RECONFIGURE SCHOOL DROP-OFF/PICK-UP**

FIGURE 6: CURRENT MILTON EAST ELEMENTARY SCHOOL PARKING LOT



Located at the center of the Square, Milton East Elementary School is a key feature of the district that contributes to the Square's identity, vibrancy, and economic activity. However, the logistical challenge of bringing students to and from the school has negative impacts on traffic circulation and parking in the district. The current system for bus and parental drop-off and pick-up at the school is somewhat chaotic and the overlapping

use of street parking on Parkview for both school-related uses and business customers is less than ideal for both the school and the businesses. The Concept Plan depicts a potential solution to this problem that would be achieved by reconfiguring the parking lots and creating a clear system for both bus and car traffic to cycle to and from drop-off/pick-up areas by the school's entrances. This configuration includes the closure of Greenman Street and the use of two parking lots with a clear system for cars and busses cycling in and out of the drop-off area.

- **RECOMMENDATION 2B: CREATE REAR PARKING LOT BEHIND PARKVIEW DRIVE BUSINESSES**

The future vitality of Goodrich Square will require striking a balance between providing enough parking to meet the needs of local businesses without compromising the atmosphere and visual character of the district. According to residents and businesses who participated in the public events as part of the planning process, the current supply of parking in Goodrich

FIGURE 7: PARKING LOT OPPORTUNITY BEHIND PARKVIEW DRIVE BUSINESSES



Square is adequate to meet local needs. However, as businesses in the district grow and new businesses are launched, parking needs will increase. Further, though adequate in terms of quantity, the current parking configuration is less than ideal in terms of appearance and functionality.

In order to continue to provide an adequate supply of parking, the City should explore the opportunity to purchase and demolish the storage facility on Greenman Street just west of Parkview. This property could then be used as an access point to the large vacant area behind the central block of Parkview Drive, which could then be used as a rear parking lot for the Parkview Businesses. As shown in the Concept Plan, a lot on this site could accommodate up to 30 parking spaces. This lot would help to off-set the need for on-street parking and would create a place to park cars that is less disruptive to the character of the street while still providing convenient access to Parkview businesses.

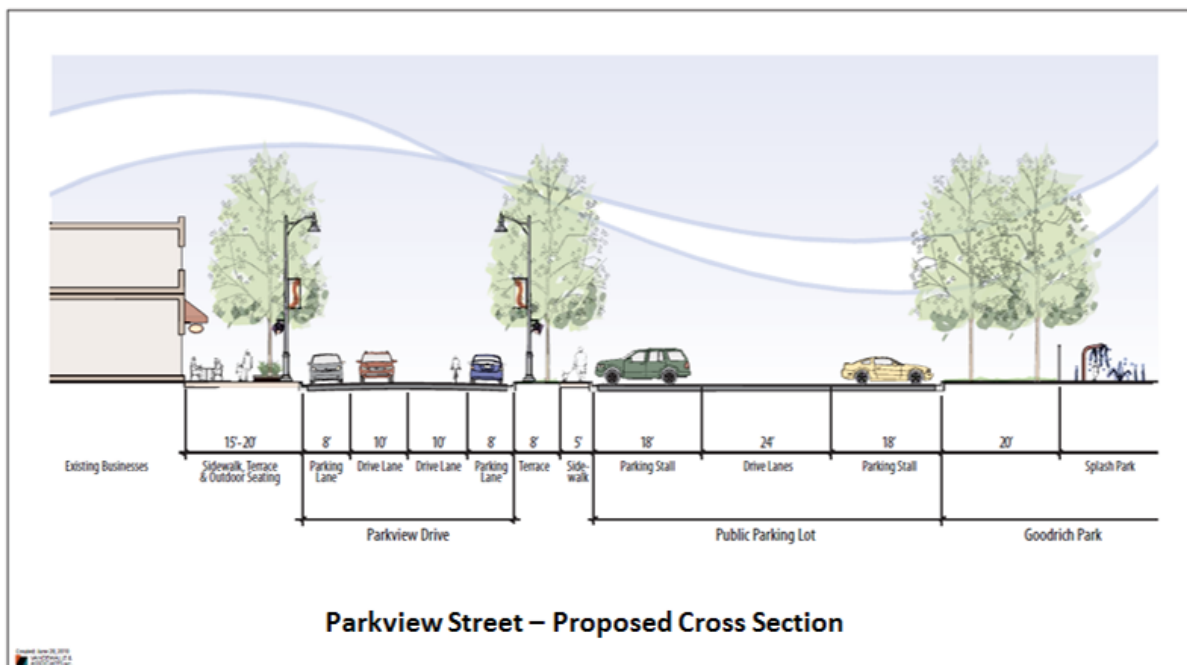
- RECOMMENDATION 2C: RECONFIGURE PARKVIEW DRIVE PARKING AND CROSS SECTION**

The current street parking on Parkview and the side lot that parallels Parkview Drive's east side is poorly organized, difficult to access, and creates a "sea of asphalt" appearance in the Parkview corridor.



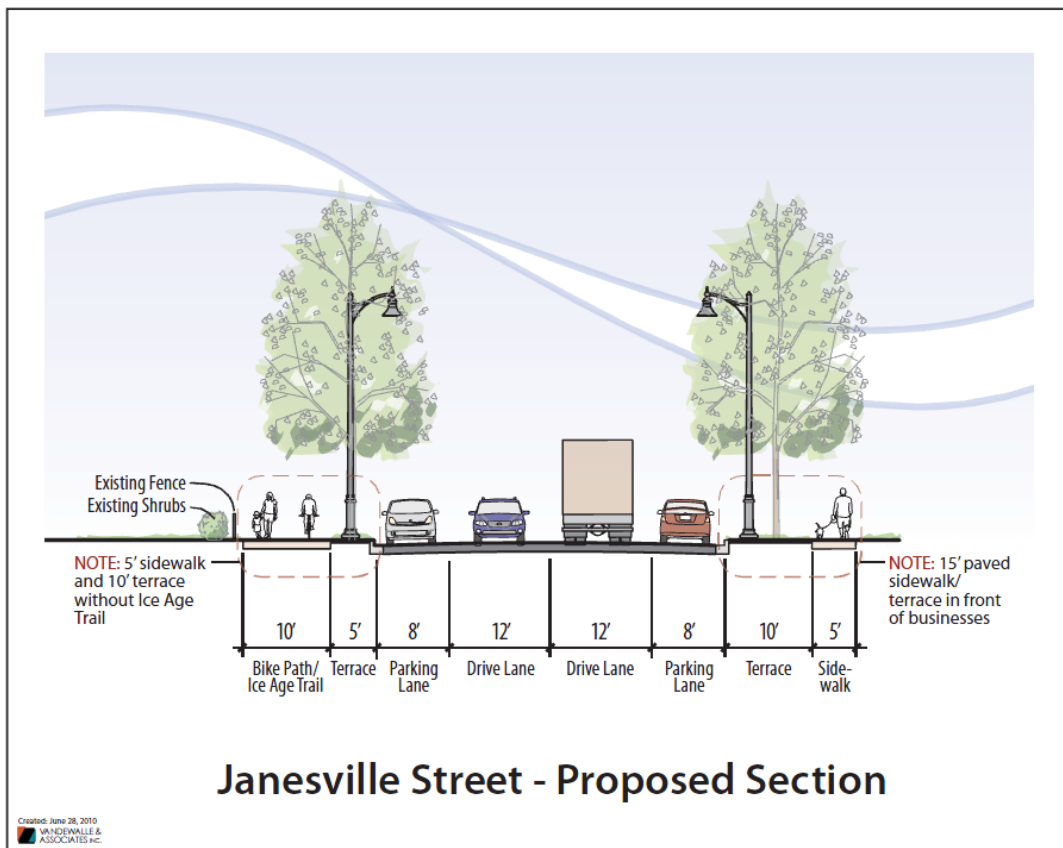
The Concept Plan shows a reconfiguration of the current parking on Parkview Drive and the linear lot adjacent to the east side of Parkview. This reconfiguration would eliminate the angled parking on Parkview and replace it with parallel spaces, and would improve the circulation into and within the parking lot on the east side of Parkview, and would improve access to both on-street and off-street parking.

As a result, this redesign would reduce the total amount of paved surface, narrow the Parkview roadway, and improve the overall visual appearance and safety of the area. As shown in the Proposed Cross Section graphic, this reconfiguration would also allow for wider sidewalks and the addition of street trees.



- RECOMMENDATION 2D: CONSIDER UPDATED JANESVILLE STREET CROSS SECTION THAT INCLUDES ON-STREET PARKING**

The relocation of Highway 26 off of Janesville Street and to the by-pass will result in reduced traffic on Janesville Street. This may create opportunities for parallel parking on Janesville Street that could help serve new and existing businesses on Janesville Street and serve the Goodrich Square area as a whole. As part of the process of relocating the Highway, the City should work with Wisconsin DOT to explore possibilities for a redesigned Janesville Street cross section.



- **RECOMMENDATION 2E: CLOSE STORS LAKE ROAD INTERSECTION WITH JANESVILLE STREET**

Stors Lake Road intersects with Janesville Street just north of the Milton House and connects with industrial properties to the east of Goodrich Square. Closing the Janesville Street / Stors Lake Road intersection would contribute to the character of the area around the Milton House and create more of an “historic campus” that interlinks the Milton House with its surrounding historic properties. Because there are other access points to the south and east, terminating Stors Lake just east of Janesville could be done without significantly impacting the businesses in the industrial park to the east. In addition to enhancing the Milton House, this closure would help reduce truck traffic through Goodrich Square and improve the Square’s overall appearance and character. The Milton public had the opportunity to give their opinions about the closure of Stors Lake Road at the Community Charrette for the plan. Everyone who attended the Charrette and gave their opinion (some in writing and some verbally) agreed that the closure should occur.

- **RECOMMENDATION 2F: REDESIGN KEY INTERSECTIONS AND IMPROVE SAFETY**

The intersections of Parkview with High Street and Parkview with College Street were identified as having visibility and safety issues for both motorists and pedestrians. The Concept Plan highlights a redesigned intersection of High Street that creates a more symmetrical intersection with improved cross walks and a four-way stop to reduce the speeds of east-bound traffic on High Street.

- **RECOMMENDATION 2G: CLOSURE OF CHICAGO STREET INTERSECTION**

The publically-owned property on the east side of Janesville Street, just south of the railroad tracks is discussed below as a redevelopment opportunity. Terminating Chicago Street to the east of Janesville would enhance this site as a redevelopment opportunity and create a stronger connectivity between assets and businesses on Janesville Street.

Goodrich Square Parking/Circulation Plan and Recommendations



3. ENHANCE GOODRICH PARK

Goodrich Park is the central feature of Goodrich Square and should be an active, well-designed public space that offers a mix of amenities and events. It should serve as Milton's town square and event space that appeals to residents and visitors alike and provides space for special occasions. However, it also should be Milton's community "living room" that provides for everyday use by Milton residents as they go for an evening stroll, play with the kids, or enjoy a casual sandwich on a park bench during their lunch break. Because of its visibility and prominence in the community and its need to serve multiple uses, a carefully-designed and maintained Goodrich Park is very important to Goodrich Square and to the community as a whole. A vision for the park is shown in the concept plan and the key recommendations for the park include the following:

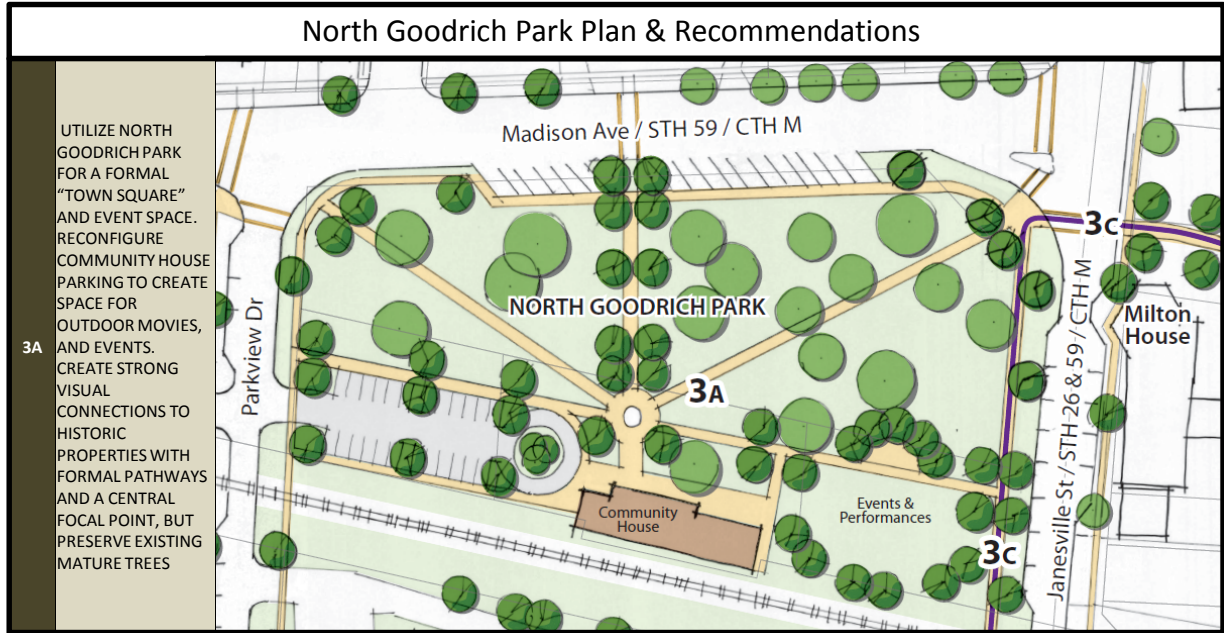
- **RECOMMENDATION 3A: UTILIZE NORTH GOODRICH PARK FOR A FORMAL "TOWN SQUARE" AND EVENT SPACE**

Because the Square includes both North Goodrich Park and South Goodrich Park, there is an opportunity to use these two public spaces to create two distinct park experiences. North Goodrich Park's size and location at the center of Goodrich Square's historic assets creates



the best opportunity for a more formal, "town square" type of park. The Plan shows a concept for a formal park with strong visual and functional relationships to the Milton House and other historic assets with pathways to draw visitors into and through the Park. This concept is designed to create a central focal point in the park and to encourage Milton House visitors to meander through the park and perhaps stroll over to the businesses on Parkview.

The Concept also shows a reconfigured access and parking system at the Community House. This eliminates the existing paving to the east of the Community House and adjusts the parking to provide two rows of spaces instead of one. This configuration frees-up the area east of the Community House to be used for gatherings and events, particularly for showing outdoor movies in the park. The picnic tables and grills that primarily serve visitors to the Milton House would remain in the Park and would be enhanced by this concept.



- RECOMMENDATION 3B: UTILIZE SOUTH GOODRICH PARK FOR ACTIVE RECREATION AND EVENTS**

With North Goodrich Park used as a more formal public space for passive recreation (strolling, picnicking, sitting on benches, events, etc.), South Goodrich Park should become a more active public space. The park is currently primarily used for ball fields, some playground equipment, and some open space. The Concept Plan introduces some additional uses that could help bring more activity to the park and make it a more valuable community amenity. The concept for South Goodrich Park includes the addition of a "splash pad" play area to the northwest of the ball field, as well as a soccer field to the northeast of the ball field that would double as a small ice rink in the winter. The small structure shown between these areas is intended as a warming house for the ice rink and changing area for the splash park. In the future, if new facilities in Milton help provide for the sports needs of the community, the City could explore the option of removing the ball diamond from Goodrich Park and introducing additional uses. However, the design shown in the Concept Plan would keep the existing ballfield in place for now. As shown, the field's dimensions would continue to accommodate Little League play but would be too small for adult softball. This concept would preserve the mature trees on the south end of the park.

- **RECOMMENDATION 3C: ENCOURAGE PEDESTRIAN AND BICYCLE TRAFFIC INTO, AROUND, AND THROUGH THE PARK**

Centrally located in the community and connected to regional trail networks, Goodrich Park should be a hub of pedestrian and bicycle traffic. The park should provide paths, sidewalks, and other amenities that encourage residents and visitors to walk, jog, and bike to and through the park. The Concept Plan shows a route through the park for a trail that would connect to the Ice Age Trail route and provide access to other existing and planned regional trails. The centrally-located warming house/changing area structure for the ice rink and spray pad could also serve as a trailhead for bicyclists. The structure would be adjacent to parking that could serve cyclists who drive to the trailhead and the trailhead could include a kiosk for maps, a water fountain, and possibly a pressurized air for bike tires.



4. CELEBRATE, HIGHLIGHT, AND MARKET GOODRICH SQUARE'S HISTORY

Goodrich Square's central role in the history of the community and its unique historic features that continue to draw visitors to the area is one of the key assets of the district. Preserving this history and accentuating it should be a key component of efforts to enhance the Square.

- **RECOMMENDATION 4A: ENCOURAGE SENSITIVE REUSE OF THE GOODRICH HOUSE**

The Goodrich House is one of Milton's historic treasures. Owned by the Milton Historic Society, the house is currently vacant and underused. Though it would require significant time and investment, the City should work closely with the Historic Society to encourage a private reuse of this house for some type of hospitality-oriented retail operation such as a bed and breakfast, restaurant, or specialty retail store. Any reuse should maintain the historic character and integrity of the house and should be closely integrated with the Milton House and the historic theme of Goodrich Square.

- **RECOMMENDATION 4B: IMPROVE THE INTERIOR AND EXTERIOR APPEARANCE OF THE COMMUNITY HOUSE**

The Community House is an important structure that honors Milton's history as a railroad hub. Though available for use by the community, the structure is in somewhat poor condition and the interior atmosphere is less than ideal for events. In terms of use, maintaining the Community House's current function as an event space for community functions and private events is a good use of this space and the location. However, making some signification investment into the quality of the interior of the building would help make the area more appealing for these types of events and would encourage use. As mentioned previously, the Plan shows a possible reconfiguration of the parking for the Community House that would improve its exterior appearance and create opportunities for outdoor uses to the immediate east of the structure.

- **RECOMMENDATION 4C: CREATE A NETWORK OF KIOSKS HIGHLIGHTING HISTORIC FEATURES OF GOODRICH SQUARE AND THE COMMUNITY**

A network of kiosks highlighting historic sites, facts, and interesting stories about Goodrich Square's past could be a compelling way to celebrate the history of the area. These kiosks could not only help to encourage outsiders to visit Milton, but would help build community pride and support local businesses. The kiosks should have a consistent design and should provide information and images related to the site as well as a reference map highlighting other sites in the City. The purpose would be to help connect key historic assets and points of interest. The kiosks would help encourage visitors to the Milton House or Milton College to extend and expand their visits to see more of the City. Some of the historic assets that could be included in this kiosk network include:

- **The Milton House** - As Milton's most well-known historic site and visitor destination, the Milton House is already a well-established feature that includes a

museum, gift shop, and other amenities. For most visitors interested in the history of the area, the Milton House would likely be the destination that brings them to town. A kiosk in front of the Milton House should augment the existing programming of the museum and should direct visitors toward other sites in the community. A key goal of a kiosk at the Milton House should be to encourage visitors to extend the length of their visits and pique their interest in seeing other parts of the community, including the businesses in Goodrich Square

- **Goodrich House** - The Goodrich House should have a kiosk explaining the history and architecture of the house and describing Joseph Goodrich's importance to the community. The kiosk should highlight the home's architecture, history, and previous ownership. Because the long term goal for this property is to attract an adaptive reuse project, the kiosk should mention that the home is available to the right potential owner interested in caring for the structure and embarking on a historically-sensitive reuse project to bring the house into active use.
- **Milton College** - Milton College is an interesting and unusual historic asset. A kiosk at the College should share information on the history of the college, its famous alumni, its architecture, and its ultimate closure. The kiosk also should discuss the future direction of the campus and new and proposed uses within its historic buildings. The City and its partners should work with the College Historian on the specifics of the kiosk.
- **Churches** - Goodrich Square has a number of churches, and churches played a key role in the history of the area, particularly the Seventh Day Baptist Church which Joseph Goodrich founded in Milton. Kiosks at some of Milton's churches, including the Seventh Day Baptist Church and the First Congressional Church to the south of Goodrich Square, should discuss the history of the structures, their congregations, and their past and existing contributions to the Milton Community.
- **Grout Architecture** - A unique method of construction that uses a mix of gravel, lime, and water to form buildings was developed in Milton and Milton includes the world's greatest concentration of buildings made with this material. Called grout architecture, this method was developed by Goodrich and was used in Rock County and in a few other communities but never widely-adopted as a construction technique. One or more kiosks should be placed at Milton's examples of grout architecture should discuss the history and methods of this type of construction, and should point out Milton's unique place in the history of American building materials.

- **Commemoration of the Community's Unification** - One of Milton's most unique characteristics is that it was, until relatively recently, two separate cities that unified into one. The clearest reflection of this is that Milton has two "downtowns" (Merchants Row and Goodrich Square). As part of the historic kiosk project, kiosks should be placed in prominent locations in Merchants Row and Goodrich Square to highlight the history of the two communities and commemorate their unification. The signs should simultaneously serve as "wayfinding" signage to direct visitors between the two business districts.
- **The "Pizza Connection"** - Goodrich Square played a role in one of the most famous global criminal conspiracies of the late 20th century. In the mid 1980's, the mafia was using a network of small pizza restaurants to smuggle millions of dollars worth of drugs in the U.S. and launder the proceeds of drug sales. The global scope of the operation touched the Middle East, Sicily, Spain, New York, Chicago, and Milton, Wisconsin. The owner of the small pizza restaurant in Goodrich Square was related to key mafia leaders and the restaurant was part of the smuggling network. Though criminal activity is not something to be proud of, the fact that this unassuming little restaurant in the quaint, small-town atmosphere of Goodrich Square was part of a vast criminal conspiracy is intriguing as an historical event. As part of the kiosk network, a tasteful kiosk highlighting Milton's link to the Pizza Connection could be a unique addition.

North Goodrich Square Historic Area Plan and Recommendations



5. STREETScape CONCEPT / TRAIL ACCESS/ SIDEWALK CONNECTIONS

Improving the appearance and functionality of the “streetscape” of Goodrich Square is a key priority. A streetscape is generally described as the combination of infrastructure and amenities that line public streets and may include things like lamp posts, crosswalks, benches, sidewalks, trash receptacles, etc. A redesigned and improved streetscape that is consistent with the historic character of the area, as well as improved pedestrian access and connections to regional trails, will be an important part of efforts to improve both the aesthetics and market strength of Goodrich Square.

- **RECOMMENDATION 5A: PLACE A TRAIL THROUGH GOODRICH PARK**

This dovetails with the recommendations for Goodrich Park itself, but a trail that traverses the park and links it to the regional trail network would improve the appearance of the area, and help bring people and activity to the Square.

- **RECOMMENDATION 5B: MAKE GOODRICH SQUARE A TRAILHEAD**

Again dovetailing with previous recommendations, Goodrich Square is well-located and connected to a regional trail network and in a region with a growing interest in recreational cycling. Goodrich Square should be positioned as a trailhead and rest stop for bicyclists. Clearly marked trails and trail features that create a sense of entry should be encouraged. Bicycle parking, water fountains, picnic areas and benches, and possibly a public air pump should also be included to make Goodrich Square appealing to bicyclists. This trailhead function could be co-located with the new features shown in South Goodrich Park. The Concept Plan depicts a trail connection through the park that would link Goodrich Square to the regional trail network.

- **RECOMMENDATION 5C: STREETScape IMPROVEMENTS**

Streetscape improvements for Goodrich Square should be carefully selected to complement and contribute to the historic character of the area and components should be designed and placed in a manner that helps draw residents and visitors to the Square’s businesses and amenities. The Concept Plan highlights potential streetscape improvements including improved crosswalks, street trees, and sidewalks.

- **RECOMMENDATION 5D: SIDEWALK AND CROSSWALK IMPROVEMENTS**

Goodrich Square currently lacks sidewalks on some of its key road frontages, particularly the west side of Janesville Street along the park and the north side of High Street, also along the park. In addition, the network of sidewalks and the quality of articulation of crosswalks should be improved to provide a better pedestrian experience and better pedestrian safety. As shown in the Concept Plan, sidewalks should be included along all four sides of the Park and sidewalks should be improved and widened along Parkview.

Streetscape Concept / Trail Access/ Sidewalk Connections	
Summary of Recommendations	
5A	PLACE A TRAIL THROUGH GOODRICH PARK
5B	MAKE GOODRICH SQUARE A TRAILHEAD
5C	STREETSCAPE IMPROVEMENTS
5D	SIDEWALK AND CROSSWALK IMPROVEMENTS

6. REDEVELOPMENT OPPORTUNITIES

In addition to enhancing the public infrastructure of Goodrich Square and preserving and enhancing the existing buildings and businesses, there are several key opportunities for redevelopment projects that could bring quality projects to sites that are currently under-utilized. The key redevelopment opportunities for Goodrich Square include the following

- **RECOMMENDATION 6A: REDEVELOPMENT OF NORTHWEST “GATEWAY” PROPERTY**

FIGURE 10: NORTHWEST GATEWAY REDEVELOPMENT OPPORTUNITY



The property on the southwest corner of the intersection of Madison and Parkview is a highly-visible site and a gateway to Goodrich Square and to the historic assets in the northern end of the Square. Encouraging the redevelopment and reuse of this property in a way that is sensitive to the historic character of the area and creates a positive gateway to the Square should be a priority. It is important to note that this property currently includes operating businesses and, therefore, any redevelopment effort should start with discussions with the land

owner and business owners to discuss options for relocation of their businesses and reuse of their property. The Concept Plan depicts a potential footprint for a new building on this site. As shown, this building should have a short setback from Parkview Drive to complement and related to the development pattern of the Parkview frontage to the South and the building should be well-designed in a manner that contributes to the historic character of the district.

- **RECOMMENDATION 6B: REDEVELOPMENT OF VACANT PROPERTY ON JANESVILLE STREET**

The property on the east side of Janesville Street, just north of Chicago Street is a site that should be a redevelopment priority. Currently vacant, this site creates a gap between the Milton House to the north and the new businesses to the South. Because it is currently owned by the City and the County, this is a prime opportunity for redevelopment that could occur without negotiating for the property from a private owner. Further, a development project on this site would help block the view of the county maintenance facilities on the rear of the property.

FIGURE 11: JANESVILLE STREET REDEVELOPMENT OPPORTUNITY



- **RECOMMENDATION 6C: POLICE STATION REDEVELOPMENT**

The location and layout of the Police Station building at the corner of Parkview and Greenman is not well-suited to the future vision for Goodrich Square. Further, the building is in somewhat poor condition and there has been discussion in the community of relocating the Police Department to a new location. The Concept Plan depicts a redevelopment option for this site that would include the construction of two new buildings on the police station site. Redevelopment on this site should relate to and contribute to the character and form on the Parkview Drive businesses with short setbacks and entrances off the sidewalk. Uses on this site could include ground floor retail, services, or offices with the possibility of additional office space on a second floor. Because of the site's location adjacent to Milton East Elementary School, the School District could be a potential user of office space on this site.

Redevelopment Opportunities	
Summary of Recommendations	
6A	NORTHWEST GATEWAY PROPERTY
6B	VACANT JANESVILLE STREET PROPERTY
6C	POLICE STATION

PART IV: GOODRICH SQUARE MASTER PLAN

Concept
 Master Plan
 Goodrich Square
 Milton, Wisconsin



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PART V: IMPLEMENTATION STRATEGY

PROJECT COST ESTIMATES

The recommendations and concepts identified in the Goodrich Square Master Plan will require public investment in specific projects. Unlike many plans that are created before a funding source is identified, Milton is fortunate in that Goodrich Square is located within the boundaries of an existing and well-performing Tax Increment District (TID). Therefore, the City has resources that can be used to finance public improvement projects in Goodrich Square that will contribute to its long term economic health and vitality. With the TID in place, some of these improvements could move forward relatively quickly. The following map and the subsequent list of cost estimates provides an initial estimation of funding needed to complete each component of the public infrastructure concepts included in the Concept Master Plan. Before moving forward with any of these projects, the City will need to complete a more detailed design process, which will result in more refined project costs. These estimates are intended to provide a preliminary understanding of what these projects are likely to cost to help guide the City's budgeting processes.

Preliminary
Cost Estimates
Goodrich Square
Milton, Wisconsin



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Goodrich Square Public Improvements
Preliminary Cost Estimates
July 2, 2010

Parkview Drive					
Item	Quantity	Units	Cost	Total	
PV1 Segment					
Street trees	12	ea	\$600.00	\$7,200	
Pedestrian lights (100' O.C.)	8	ea	\$6,000.00	\$48,000	
Lighting conduit	1,100	lf	\$12.00	\$13,200	
Lighting controls	1	ea	\$2,500.00	\$2,500	
Crosswalk pavers (8', Madison Ave)	800	sf	\$24.00	\$19,200	
Crosswalk concrete base (8', Madison)	800	sf	\$6.00	\$4,800	
Bump out curbs and gutter	900	lf	\$10.00	\$9,000	
Bump out fill	8,500	sf	\$1.00	\$8,500	
Bump out sod	8,500	sf	\$0.50	\$4,250	
Subtotal					\$116,650
Contingencies (15%)				\$17,498	
Administration/Design/Engineering (15%)				\$20,122	
Total					\$154,270
PV2 Segment					
Street trees (100' O.C.)	21	ea	\$600.00	\$12,600	
Pedestrian lights (100' O.C.)	14	ea	\$6,000.00	\$84,000	
Lighting conduit	1,500	lf	\$12.00	\$18,000	
Lighting controls	1	ea	\$2,500.00	\$2,500	
Crosswalk pavers (8', Greenman Street)	800	sf	\$24.00	\$19,200	
Crosswalk concrete base (8', Greenman)	800	sf	\$6.00	\$4,800	
Crosswalk pavers (8', College Street)	960	sf	\$24.00	\$23,040	
Crosswalk concrete base (8', College)	960	sf	\$6.00	\$5,760	
Crosswalk pavers (8', High Street)	1,150	sf	\$24.00	\$27,600	
Crosswalk concrete base (8', High)	1,150	sf	\$6.00	\$6,900	
Curb and gutter	1,700	lf	\$10.00	\$17,000	
Bump out & sidewalk fill	16,500	sf	\$1.00	\$16,500	
Bump out sod	5,000	sf	\$0.50	\$2,500	
Existing pavement removal	14,000	sf	\$2.00	\$28,000	
Existing curb and gutter removal	2,200	lf	\$6.00	\$13,200	
Concrete sidewalk - east side (815 feet)	4,075	sf	\$6.00	\$24,450	
Tree planters	9	ea	\$3,000.00	\$27,000	
Stamped colored concrete	10,000	sf	\$15.00	\$150,000	
Subtotal					\$483,050
Contingencies (15%)				\$72,458	
Administration/Design/Engineering (15%)				\$83,326	
Total					\$638,834

Goodrich Square Public Improvements
Preliminary Cost Estimates
July 2, 2010

Janesville Street					
Item	Quantity	Units	Cost	Total	
J1 Segment					
Street trees (100' O.C.)	24	ea	\$600.00	\$14,400	
Pedestrian lights (100' O.C.)	19	ea	\$6,000.00	\$114,000	
Lighting conduit	2,000	lf	\$12.00	\$24,000	
Lighting controls	1	ea	\$2,500.00	\$2,500	
Crosswalk pavers (8', Madison Avenue)	1,000	sf	\$24.00	\$24,000	
Crosswalk poncrete base (8', Madison Ave)	1,000	sf	\$6.00	\$6,000	
Crosswalk pavers (8', Mid-block)	440	sf	\$24.00	\$10,560	
Crosswalk concrete base (8', Midblock)	440	sf	\$6.00	\$2,640	
Curb and gutter	1,900	lf	\$10.00	\$19,000	
Bump out & sidewalk fill	9,000	sf	\$1.00	\$9,000	
Bump out sod	9,000	sf	\$0.50	\$4,500	
Existing pavement removal	7,000	sf	\$2.00	\$14,000	
Existing cub and gutter removal	1,800	lf	\$6.00	\$10,800	
Concrete sidewalk (west side - 10' wide trail)	8,200	sf	\$6.00	\$49,200	
Concrete at corner of Madison Avenue	880	sf	\$6.00	\$5,280	
Stamped colored concrete	2,100	sf	\$15.00	\$31,500	
Subtotal					\$341,380
Contingencies (15%)				\$51,207	
Administration/Design/Engineering (15%)				\$58,888	
Total					\$451,475
J2 Segment					
Street trees (100' O.C.)	8	ea	\$600.00	\$4,800	
Pedestrian lights (100' O.C.)	9	ea	\$6,000.00	\$54,000	
Lighting conduit	900	lf	\$12.00	\$10,800	
Lighting controls	1	ea	\$2,500.00	\$2,500	
Crosswalk pavers (8', High Street)	1,700	sf	\$24.00	\$40,800	
Crosswalk poncrete base (8', High Street)	1,700	sf	\$6.00	\$10,200	
Curb and gutter	975	lf	\$10.00	\$9,750	
Bump out & sidewalk fill	4,900	sf	\$1.00	\$4,900	
Bump out sod	4,900	sf	\$0.50	\$2,450	
Existing pavement removal	4,900	sf	\$2.00	\$9,800	
Existing cub and gutter removal	950	lf	\$6.00	\$5,700	
Concrete sidewalk (west side - 5' wide)	2,300	sf	\$6.00	\$13,800	
Subtotal					\$169,500
Contingencies (15%)				\$25,425	
Administration/Design/Engineering (15%)				\$29,239	
Total					\$224,164

Goodrich Square Public Improvements
Preliminary Cost Estimates
July 2, 2010

Madison Avenue (MA)					
Item	Quantity	Units	Cost	Total	
Street trees	8	ea	\$600.00	\$4,800	
Pedestrian lights (100' O.C.)	9	ea	\$6,000.00	\$54,000	
Lighting conduit	1,000	lf	\$12.00	\$12,000	
Lighting controls	2	ea	\$2,500.00	\$5,000	
Sidewalk (south side - 5' wide)	2,500	sf	\$6.00	\$15,000	
On street parking pavement removal	6,000	sf	\$2.00	\$12,000	
On-street parking curb removal	315	lf	\$6.00	\$1,890	
On-street parking asphalt	4,800	sf	\$3.00	\$14,400	
On street parking curbs and gutter	400	lf	\$12.00	\$4,800	
Bump out fill	1,200	sf	\$1.00	\$1,200	
Bump out sod	1,000	sf	\$0.50	\$500	
Bump out sidewalk concrete	200	sf	\$6.00	\$1,200	
Subtotal					\$126,790
Contingencies (15%)				\$19,019	
Administration/Design/Engineering (15%)				\$21,871	
Total					\$167,680
High Street (HS)					
Item	Quantity	Units	Cost	Total	
Street trees	11	ea	\$600.00	\$6,600	
Pedestrian lights (100' O.C.)	8	ea	\$6,000.00	\$48,000	
Lighting conduit	1,000	lf	\$12.00	\$12,000	
Lighting controls	2	ea	\$2,500.00	\$5,000	
Sidewalk (north side - 5' wide)	2,400	sf	\$6.00	\$14,400	
Curbs and gutter	60	lf	\$12.00	\$720	
Bump out fill	1,200	sf	\$1.00	\$1,200	
Subtotal					\$87,920
Contingencies (15%)				\$13,188	
Administration/Design/Engineering (15%)				\$15,166	
Total					\$116,274

Goodrich Square Public Improvements
Preliminary Cost Estimates
July 2, 2010

North Goodrich Park (NGP)					
Item	Quantity	Units	Cost	Total	
Trees	41	ea	\$600.00	\$24,600	
Landscaping	1	ls	\$20,000.00	\$20,000	
Concrete entrance patio	3,500	sf	\$6.00	\$21,000	
Concrete paths (8' wide)	9,500	sf	\$6.00	\$57,000	
Water feature	1	ea	\$50,000.00	\$50,000	
Existing parking lot removal	18,000	sf	\$2.00	\$36,000	
Tuif (removed parking)	9,000	sf	\$1.00	\$9,000	
Park sign	1	ea	\$5,000.00	\$5,000	
Pedestrian lights (100' O.C.)	2	ea	\$6,000.00	\$12,000	
Lighting conduit	150	lf	\$12.00	\$1,800	
Lighting controls	1	ea	\$2,500.00	\$2,500	
Grading	1	ls	\$5,000.00	\$5,000	
Curb and gutter	750	lf	\$12.00	\$9,000	
Parking asphalt	10,000	sf	\$3.00	\$30,000	
Lot striping	1	ls	\$500.00	\$500	
Parking island fill	1,400	sf	\$1.00	\$1,400	
Subtotal					\$284,800
Contingencies (15%)				\$42,720	
Administration/Design/Engineering (15%)				\$49,128	
Total					\$376,648
South Goodrich Park (SGP)					
Item	Quantity	Units	Cost	Total	
Trees	6	ea	\$600.00	\$3,600	
Landscaping	1	ls	\$10,000.00	\$10,000	
Asphalt path (8' wide)	8,600	sf	\$3.00	\$25,800	
Existing pavement removal	9,200	sf	\$2.00	\$18,400	
Existing curb and gutter removal	550	lf	\$6.00	\$3,300	
Turf (removed street)	9,200	sf	\$1.00	\$9,200	
Soccer goals	2	ea	\$1,000.00	\$2,000	
Splash park	1	ea	\$300,000.00	\$300,000	
Splash park fence	270	lf	\$50.00	\$13,500	
Locker facility/warming hut	1	ea	\$200,000.00	\$200,000	
park sign	1	ea	\$5,000.00	\$5,000	
Subtotal					\$590,800
Contingencies (15%)				\$88,620	
Administration/Design/Engineering (15%)				\$101,913	
Total					\$781,333

Goodrich Square Public Improvements
Preliminary Cost Estimates
July 2, 2010

Public Parking Lot (P1)					
Item	Quantity	Units	Cost	Total	
Trees	13	ea	\$600.00	\$7,800	
Landscaping	1	ls	\$6,000.00	\$6,000	
Pedestrian lights (100' O.C.)	4	ea	\$6,000.00	\$24,000	
Lighting conduit	500	lf	\$12.00	\$6,000	
Lighting controls	1	ea	\$2,500.00	\$2,500	
Existing pavement removal	30,000	sf	\$2.00	\$60,000	
Existing curb removal	1,300	lf	\$6.00	\$7,800	
Grading	1	ls	\$15,000.00	\$15,000	
Curb	1,550	lf	\$7.00	\$10,850	
Asphalt	32,200	sf	\$3.00	\$96,600	
Concrete Sidewalk (Ice Age Trail)	480	sf	\$6.00	\$2,880	
Lot striping	1	ls	\$500.00	\$500	
Concrete parking bumpers	48	ea	\$100.00	\$4,800	
Subtotal					\$244,730
Contingencies (15%)				\$36,710	
Administration/Design/Engineering (15%)				\$42,216	
Total					\$323,655

Goodrich Square Public Improvements
Preliminary Cost Estimates
July 2, 2010

Public Parking Lot - Rear of Building (P2)					
Item	Quantity	Units	Cost	Total	
Trees	7	ea	\$600.00	\$4,200	
Landscaping	1	ls	\$3,000.00	\$3,000	
Pedestrian lights (100' O.C.)	4	ea	\$6,000.00	\$24,000	
Lighting conduit	300	lf	\$12.00	\$3,600	
Lighting controls	1	ea	\$2,500.00	\$2,500	
Grading	1	ls	\$10,000.00	\$10,000	
Curb	900	lf	\$7.00	\$6,300	
Asphalt	13,500	sf	\$3.00	\$40,500	
Lot striping	1	ls	\$500.00	\$500	
Subtotal					\$94,600
Contingencies (15%)				\$14,190	
Administration/Design/Engineering (15%)				\$16,319	
Total					\$125,109
Milton East Elementary School (ME)					
Item	Quantity	Units	Cost	Total	
Trees	67	ea	\$600.00	\$40,200	
Landscaping	1	ls	\$30,000.00	\$30,000	
Existing pavement removal (Greenman St.)	21,000	sf	\$2.00	\$42,000	
Existing curb and gutter removal (Greenman)	1,100	lf	\$6.00	\$6,600	
Existing sidewalk removal (Greenman St.)	2,700	sf	\$2.00	\$5,400	
Existing pavement removal (bank parking)	2,200	sf	\$2.00	\$4,400	
Sidewalks	5,200	sf	\$6.00	\$31,200	
Terrace (turf)	15,000	sf	\$1.00	\$15,000	
Plaza concrete	10,500	sf	\$24.00	\$252,000	
Plaza lights	4	ea	\$6,000.00	\$24,000	
Lighting conduit	350	lf	\$12.00	\$4,200	
Lighting controls	1	ea	\$2,500.00	\$2,500	
Drop-off asphalt (west)	16,250	sf	\$3.00	\$48,750	
Drop-off curb and gutter (west)	1,050	lf	\$12.00	\$12,600	
Drop-off asphalt (east)	15,000	sf	\$3.00	\$45,000	
Drop-off curb and gutter (east)	1,000	lf	\$12.00	\$12,000	
Parking asphalt	18,800	sf	\$3.00	\$56,400	
Parking lot curb	800	lf	\$7.00	\$5,600	
Lot striping	1	ls	\$500.00	\$500	
Subtotal					\$638,350
Contingencies (15%)				\$95,753	
Administration/Design/Engineering (15%)				\$110,115	
Total					\$844,218
Grand Total					\$4,203,659

Note: Estimates are preliminary and not for bid preparation. Estimates do not include utility improvements.

PRIORITIZED ACTION STEPS

The “Key Issues, Strategies, and Recommendations” section of the Goodrich Square Master Plan contains twenty-four individual recommendations. Attempting to pursue all of these recommendations simultaneously would not be realistic or productive, so the City needs a strategy for prioritization and phasing. The following chart provides a timeline and step-by-step action plan for a key subset of the recommendations. The selection of these recommendations as the near-term priorities is based on the input from the community at the open house and guidance from the City. This chart is intended to guide the City’s near term effort to implement the Plan. However, this should be reviewed and updated regularly as priorities shift, new opportunities emerge, and other recommendations become more immediate priorities.

Goodrich Square Master Plan Implementation Strategy & Work Plan

Level of Effort

Lighter

Moderate

Heavier

[illegible]

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POTENTIAL FUNDING OPPORTUNITIES

A variety of funding sources will be needed to implement the strategies and recommendations of the Goodrich Square Master Plan. As discussed previously, the fact that Goodrich Square is within a performing TID will give the City a resource to implement the recommendations. In addition to TIF financing, there are a number of state and federal grant funding opportunities that could provide additional resources to the project. Milton is in a strong, competitive position to pursue grant funding to implement the Goodrich Square Master Plan recommendations for four key reasons:

1. **Strong Vision and Ideas** – By completing the Goodrich Square Master Plan, the City has created a strong and compelling vision for this historic part of the community. Having this vision in place and specific projects identified provides the City with powerful materials that can be quickly translated in to grant applications.
2. **Multiple types of Project** - The Goodrich Square Master Plan recommendations cover a variety of different topics that include redevelopment, bicycle and pedestrian transportation, historic resources, tourism, and business development. The breadth of the Plan creates the opportunity to pursue a variety of different grant opportunities and tailor applications to emphasize different aspects of the Plan.
3. **Matching Funding** – Most state and federal grants require some level of local match, and one challenge most communities face, particularly in difficult economic times, is finding the resources to match grants. In Milton’s case, however, the TIF can be leveraged as matching dollars against multiple grants. The City should be strategic in its use of TIF funds to maximize opportunities to leverage TIF resources against outside funding sources.
4. **Demonstration of Need** – Because Goodrich Square is located in a TID that was deemed to be a blighted area and the project was awarded CDBG - Planning funds, it has been demonstrated that this is an area that needs reinvestment. This determination will help make the case for future grant funding.

The following is a list of potential grant opportunities that Milton should consider pursuing to implement the Goodrich Square Master Plan. Additional research into these opportunities, meetings with representatives from these agencies, and further thought and refinement of the ideas in the Plan will be needed to pursue any of these opportunities.

- **WISCONSIN DEPARTMENT OF COMMERCE - CDBG PUBLIC FACILITIES**

The Goodrich Square Master Plan was funded in part by the Community Development Block Grant program for non-entitlement communities through the Wisconsin Department of Commerce. In addition to the CDBG-Planning program, there are other CDBG programs that Milton could be eligible for which could provide funding to implement the plan. The CDBG-Public Facilities Program (CDBG-PF) provides funding to local units of government for infrastructure and public building projects (excluding buildings for the conduct of

government). This program is designed to enhance the vitality of a community by undertaking public investment that contributes to its overall community and economic development. CDBG-PF funds could be used for public infrastructure, streetscape, parking, business façade improvements, and other public investments in Goodrich Square. Additional information and application materials for this program can be found online at:

<http://www.commerce.state.wi.us/cd/CD-bcf-cdbg-pf.html>.

- **Wisconsin Department of Natural Resources - Recreational Trails Program**

The Recreational Trails Program through the Wisconsin Department of Natural Resources provides funding for the development and maintenance of recreational trails and trail-related facilities for both motorized and non-motorized recreational trail uses. Cities are eligible to apply for these funds but must provide a 50% match. Eligible projects include “Development and rehabilitation of trailside and trailhead facilities and trail linkages” so this could be a potential funding source to implement the trailhead concept identified in the Goodrich Square Master Plan. Additional information about this program is available at the following website:

<http://www.dnr.state.wi.us/org/caer/cfa/lr/section/rectrails.html>.

- **Wisconsin Department of Transportation - Transportation Enhancement Program (TE)**

The TE Program is federal funding that is administered by the Wisconsin DOT and provides funding for projects that promote multi-modal transportation or enhancement of transportation facilities and infrastructure. The TE Program is funded in two-year cycles. The program can provide up to 80% of costs for a wide variety of projects such as bicycle or pedestrian facilities, landscaping or streetscaping, and the preservation of historic transportation structures. The Bicycle and Pedestrian Facilities Program (BPFP) is a sub-component of the TE Program focused exclusively on non-motorized transportation. A variety of components of the Goodrich Square Plan could be eligible for traditional TE funding or the BPFP program. Additional information is provided at this web site:

<http://www.dot.wisconsin.gov/localgov/aid/te.htm>.

- **Wisconsin Department of Tourism Joint Effort Marketing Program**

Several of the recommendations in the Goodrich Square Plan relate to building on the historic theme of the area to make it a stronger regional visitor destination. The Wisconsin Department of Tourism’s Joint Effort Marketing Program could be a resource for tourism-related efforts to implement the plan. Additional information about the program is available at the following website:

<http://industry.travelwisconsin.com/Grants/JEM.aspx>.

- **USDA Rural Development Program Grants**

The United States Department of Agriculture's Rural Development division provides funding for community and economic development initiatives in rural areas. Milton may be eligible for Rural Development funds that could support targeted efforts to strengthen businesses or provide needed infrastructure in Goodrich Square. The City should contact the USDA Rural Development Area Director to discuss possible opportunities to utilize Rural Development Funding. Additional information about USDA Rural Development Programs is available at the following web site:

<http://www.rurdev.usda.gov/WI/>.

- **Wisconsin DOT Safe Routes to School Program**

The Safe Routes to School (SRTS) program funds both planning and infrastructure projects related to providing children with safe access to schools. The program places a particular emphasis on providing safe bicycle and pedestrian access. Projects are funded in 2-year cycles with applications typically available in the winter/spring of even numbered years. Eligibility for infrastructure funding is enhanced if the applicant has completed a Safe Routes to School plan. Additional information about the program can be found at this web site:

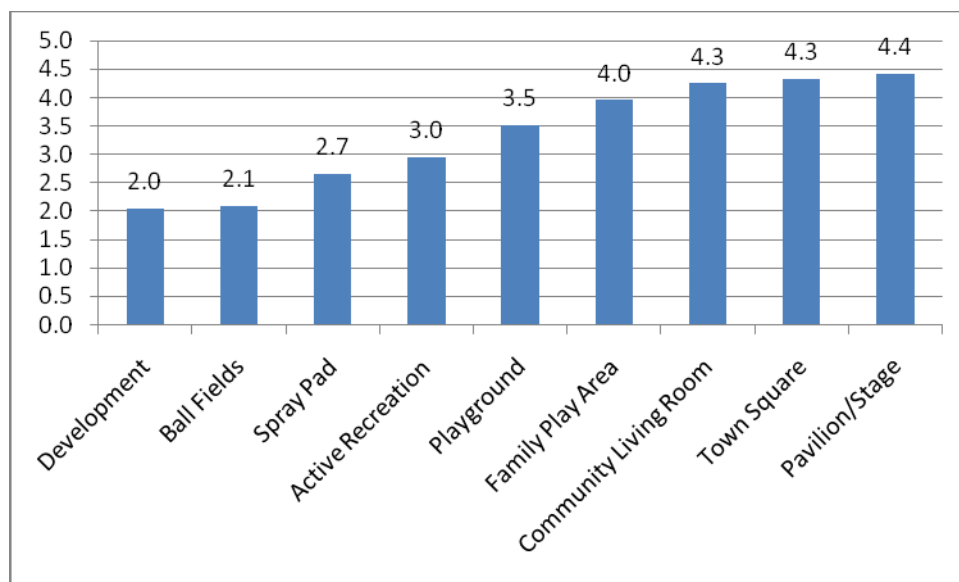
<http://www.dot.wisconsin.gov/localgov/aid/saferoutes-applications.htm>.

APPENDIX I: SUMMARY OF CHARRETTE INPUT

As part of the planning process, the City of Milton and the consulting team hosted a community Charrette to gather public input and ideas for the project. The Charrette was divided into the four stations listed below. The participants cycled through a series of 30-minute small group discussions at each station. Each station provided the opportunity to share feedback in written questionnaires, participate in lively discussions, and provide design input using maps and sketches. The following is a summary of the questionnaire responses at each of the stations.

Station 1: Goodrich Park

Station one of the Charrette was focused on both North and South Goodrich Park. Prior to the group discussions about ideas for the Park, each participant was asked to complete a short questionnaire where they ranked a list of potential uses and amenities in the Park on a scale of one to five (one being least preferred and five being most preferred). The chart below shows the average ranking for the uses included the questionnaire.



Station 2: Historic North End

Station two focused on the cluster of historic properties at the north end of Goodrich Square including the Milton House, the Goodrich House, the Community House, the Seventh Day Baptist Church, and the surrounding properties. The focus was on identifying ways to enhance the historic character of this area and leverage Goodrich Square's historic assets to improve the district. In addition to engaging in lively discussions and creating collaborative maps, the participants completed questionnaires that asked questions about this aspect of Goodrich

Square. In addition to the summary of input below, participants were also asked whether Stors Lake Road should be closed at the intersection of Janesville Street.

- Keep the area history-oriented
- Encourage small business use in Goodrich House
- Use Goodrich House for B&B
- Reuse the Goodrich House for specialty shops
- Improve the Community House
- Improve the Depot/Community House as a grand community center
- Improve landscaping
- Less concrete
- Add a walking path
- Add specialty shops appealing to tourists
- Use the Community House as a meeting place for civic functions
- Use the Community House for a coffee shop
- Highlight historic nature of the area
- Add a Seventh Day Baptist Historical Center
- Create a Community Welcome Center at the Community House
- Offer unique shops, crafts, and art in this area
- Redevelop the Laundromat
- Create center of arts and culture
- Relocate the Chamber of Commerce to the Goodrich House

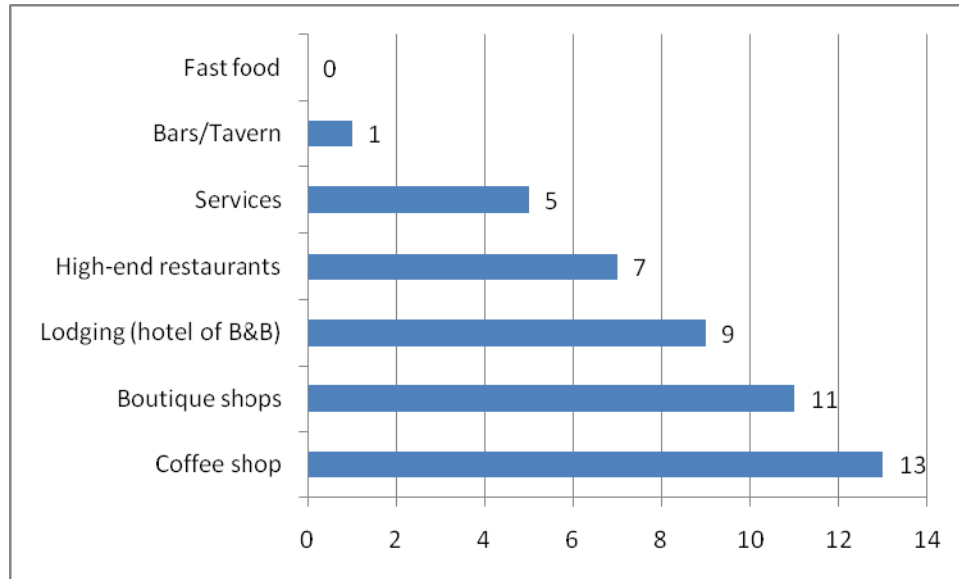
Station 3: Parking and Circulation

In addition to working with the facilitator to provide input on the design and layout of parking and circulation patterns, the participants also were asked to complete a questionnaire about parking and circulation issues. The following is a summary of the responses shared by participants:

- Angled parking is hazardous
- Speeding and dangerous intersections
- School drop-off traffic flow and congestion
- Need more parking for businesses on Parkview
- There is enough parking but inconvenient and inaccessible
- Need better crosswalks
- Should eliminate Greenman Street
- Police Station should be moved
- Left turn from College onto Parkview is dangerous
- Intersection of Parkview and High is dangerous
- Parking on Parkview is unattractive and congested
- Parking on Parkview should be limited to business customers

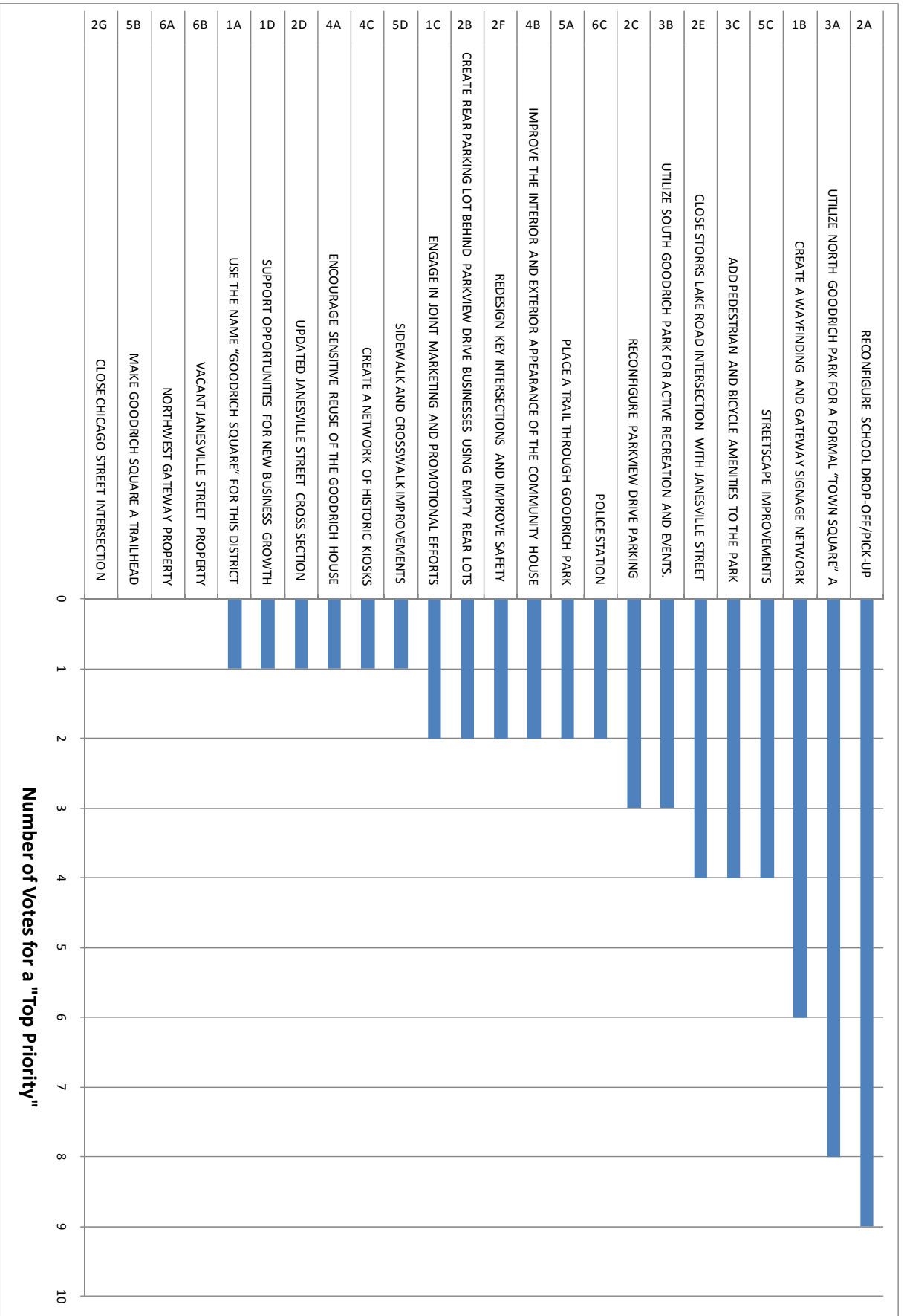
Station 4: Business Mix

The topic of Station Four was the business mix and business identity of the district. The questionnaire for this station gave participants a list of potential types of businesses and asked them to circle those that they believed would be a good fit for Goodrich Square. The chart below highlights the total number of people who circled each of the businesses included in the list. In addition to the list below, participants were given the option of adding additional types of businesses to the list and these additions included a bakery and a music store.



APPENDIX II: SUMMARY OF OPEN HOUSE INPUT

The City of Milton hosted a community Open House to present the preliminary draft of the Goodrich Square Master Plan. During the Open House, the graphics and recommendations from the Plan were presented on a series of posters that were arranged around the room at the Community House. Attendees were encouraged to walk through the room and evaluate each of the posters, and discuss the Plan with the City staff and consultants at the event. They were also given a questionnaire that asked them to rank and evaluate each of the 24 recommendations from the plan. As part of this exercise, they were asked to identify the recommendations that they felt should be the top three priorities for the City. The results of this process helped inform the prioritization shown in the Implementation Strategy section of the Plan. The following chart shows the results of the questionnaire.



Number of Votes for a "Top Priority"